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EDITORIAL

The next annual meeting of the Council of Church Boards of Education and allied agencies is to be held at the Hotel Astor, New York City, during the week of January 7-12, 1924. The general topic for the entire week is "The Place of Religion in American Higher Education."

The Council of Church Boards of Education will have three sessions on Monday, January 7, and three on Tuesday, January 8, during which there will be informal and intimate discussions of religious problems as they affect the work in the schools and colleges and the university centers of the country. On the afternoon of Thursday, January 10, there will be another session under the auspices of the Council to which a general invitation will be extended to all college and university officials and faculty members and all others interested in the cause of Christian Education.

The Association of American Colleges will have its opening session on the evening of January 10, and in addition to a brief address by the President of the Association for the year, an address will be given on the general topic stated above by President Marion LeRoy Burton, LL.D., of the University of Michigan. The various denominational college associations will meet as usual Wednesday, January 9 and Thursday, January 10, but are being asked to set no meetings for the afternoon and evening of January 10.

* * * * *

Christian Education goes regularly to considerably more than 300 college and university presidents in the United States. Besides, it goes to the heads of the Departments of Biblical Literature, to student pastors in universities, to theological seminary presidents, to many city and university libraries, and to numerous

specialists in the field of religious education, including the members of the various church Boards of Education.

Will not each person who receives the paper send in a check for two dollars (\$2.00) with the names of five other persons who may be interested in promoting the cause of Christian Education? The single subscription price is fifty cents per year, which is but a fractional part of the cost of printing.

* * * * *

At the last meeting of the North Central Association, the Proceedings of which are now being distributed, action was taken bearing upon the financial admission standards of the Association for colleges and universities.

Two very important ideas which had been suggested by the special committee for that purpose of the Council of Church Boards of Education were incorporated in the financial standards. These were (1) recognition of income from permanent and officially authorized educational appropriations of churches and church boards on an equal basis with income from other sources formerly recognized; and (2) recognition of the justice of a scale of minimum income determined by the magnitude of the program which the college undertakes to carry out. Both of these are steps in advance and assist very much in clarifying the financial responsibility of educational institutions.

Sectional XII of the Standards, with the interpretation agreed upon, follows:

"12. *Finances*—The college, if a corporate institution, shall have a minimum annual income of \$50,000 for its educational program, one-half of which shall be from sources other than payments by students, and an additional annual income of \$5,000, one-half of which shall be from sources other than payments by students, for each 100 students above 200. Such college, if not tax-supported, shall possess a productive endowment effective for the first accrediting in 1924 and 1925 of \$400,000, and in 1926 of \$500,000, and for all accredited institutions of this class in 1927 of \$500,000, and an additional endowment of \$50,000 for each additional 100 students above 200.

"By vote, the Association agreed to the following interpretation of standard No. 12. Income from permanent and officially authorized educational appropriations of churches and church boards or duly recognized corporations or associations shall be credited to the extent actually received at 5% income towards the endowment requirement, but to an amount not exceeding the minimum annual income from such appropriation in the preceding five years, provided, however, that this shall not apply to more than 50% of the amount required in excess of \$300,000; and provided further that colleges electing to qualify under this interpretation be subject to annual review for accrediting."

* * * * *

Through the kind offices of some of our friends we are able to present in this issue of *Christian Education* a number of informing and stimulating suggestions on what executives usually consider their most difficult, if not most disagreeable task. In spite of fears and apparent failures and long delayed answers to prayer, it nevertheless is true that one of the marvels of our modern times is the liberality of our people in behalf of Christian education.

It is entirely impossible for any agency to state definitely how much money has been raised for this purpose during any period of time. Streams of money are constantly flowing into the treasuries of the colleges and there is no special agency to which all of the reports go. Some little indication of the magnitude of these contributions, however, may be drawn from the operations of the General Education Board, to which grateful recognition is given by not a few of our contributors.

Since the organization of the General Education Board (1902) 207 institutions have been aided by appropriations of forty-eight and one-half million dollars, which in the terms of their contracts will increase the total endowments of these institutions by approximately one-sixth of a billion dollars.* In the New England States 22 institutions have received grants approximating eight and one-quarter million dollars on terms which will add to the

* We are indebted for these detailed figures to President Clark W. Chamberlain, cf. *Association of American Colleges Bulletin*, Vol. IX, No. 2, April, 1923.

endowment of these institutions thirty-four million dollars. Thirty-two institutions in the Middle Atlantic States, sixty in the Southern States, seventy-seven in the Middle Western States, and sixteen in the Western States have received appropriations of eight and one-half millions, twelve millions, sixteen millions and four millions respectively, on terms which will increase the funds of these institutions by approximately thirty-two, thirty-seven, fifty-three, and twelve million dollars respectively.

One hundred and ninety-one institutions for white students have been aided. All but forty-two of these institutions are denominational and include thirty-three Baptist, two Catholic, seven Christian, fourteen Congregational, one Evangelical Association, six Friends, six Lutheran, thirty-nine Methodist Episcopal, twenty-eight Presbyterian, four Protestant Episcopal, three Reformed, one Seventh Day Adventist, one United Brethren, two United Presbyterian, and two Universalist.

Last year *Christian Education* presented at considerable length the plans of several leaders in this same field. This issue may well be read in connection with that of February, 1922.

* * * * *

A CORRECTION

In the April issue of *Christian Education* the address of the Treasurer of the National Association of Biblical Instructors, Professor Elihu Grant, is incorrectly stated as Bryn Mawr College, when it should be Haverford College, Haverford, Pa.

Dr. Irwin R. Beiler, author of the last article in the April issue, entitled "The Biblical Material on Political Problems" is Professor of English Bible and the Philosophy of Religion at Allegheny College, Meadville, Pa. This information was inadvertently omitted at the head of the article.

PERSONAL NOTES ON A CAMPAIGN

BISHOP WILLIAM LAWRENCE, BOSTON, MASS.

Each financial campaign has its own special interest and difficulties. For this reason there is something stimulating in each: one's brain, patience and courage are put to the test.

The Editor has asked me to jot down a few features of the last campaign for which I have been responsible: it was for one million dollars in behalf of the Episcopal Theological School at Cambridge.

If there are two subjects more uninteresting to the public than an Episcopal Theological School and the education of a theological student, I should like to know it. The first problem was, therefore, as to how to lift the campaign up into some popular interest.

Egotistical as it may seem, I was ready to be offered as a scare-head to the campaign. For two or three years I had been urged to accept the leadership, but refused. Suddenly, however, the thought swept over me that I was the only man who could do it; for the School was founded in 1867, when I was a freshman at Harvard, and my father was one of the founders. During those fifty-five years I had known personally every trustee, every professor, every student, and every graduate. I had been a professor myself, and the Dean; hence the whole constituency were my intimates, and I could call on them as no other man could. That was the first note in our publicity.

To have gone before the church and the public with the call of a million dollars for such a drab cause as the Episcopal Theological School would have been fatal. We must reach for something deeper and more vital to the people's mind.

If there is one thing more than any other that the people of this generation, confused, distracted as it is, want, it is spiritual leadership,—men with the force of character, intelligence, courage and Christian faith to lead. The note of "Spiritual Leadership" carries wide and far like a radio. But it gets nowhere, unless you can connect it up with the leaders or a nursery of leaders. Fortunately, the School at Cambridge had the answer. "Of every thirty living graduates one is a Bishop; and they are Bishops who lead in their Dioceses and domestic and foreign missionary

fields. The body of living graduates also contains an exceptional number of leaders in educational, administrative and pastoral work." We gave the names and the portraits of these men and the people recognized them.

"How does it happen that such a body of men come from a small and almost unknown theological seminary?" was the question that the people began to ask. Because during those fifty-five years a very small but able company of teachers, men of intellectual courage, and leaders in their own subjects, had attracted young men of vigor and hope, had taught them by mature methods, had trusted them with wide reading and individual thought, and had thus developed their qualities of leadership. As Bishop Roots of China said at one of our dinners, "The greatest contribution which was given me throughout my whole education was that given at Cambridge, which was to trust and follow the truth wherever it might seem to lead me, confident that in the end it would lead me nearer Christ who is the Truth."

What interested me also was the alertness with which people far away as well as at home would listen when I showed them how one or another book written by a Cambridge professor had stimulated, strengthened and sometimes rescued their faith; the thought in the book absorbed by their pastor, parent or Sunday School teacher had filtered through from abstract statement to concrete application, as the refreshing rain in a summer drought.

The people "caught on," and realized that the School at Cambridge did more than send out parsons; it contained in the faculty men who were enriching the lives of the people, the very people who were listening.

Then followed the printed publicity. The way in which people waste tons of paper and printer's ink is a tragedy. One would think that the success of a campaign can be figured by the weight of the mail that goes out. On the contrary, campaign literature demands, in my judgment, the strongest, finest and most careful work. Its form must be as simple and direct as the best work of an artist, and each bit of literature must stand by itself and have its special purpose.

In this last campaign, I put the best part of a week into writing a little pamphlet of only sixteen pages, so working it out as to give in the simplest and clearest language and form the facts

about the School, and the definite needs, with the figures against each, and a few very short paragraphs so written as to make theological study interesting to the casual reader. And when the first proof came to me from one of the best printers in New York, I saw or rather felt that he had not caught the theory of my publicity; I telegraphed him to break up the type, at a cost of over one hundred dollars, and went to the man whom I believe to be the very best printer in the country, who used his brains as I had used mine,—with the result, a little pamphlet that the veriest heathen would pick up and read at least half through.

Even the mailing demands skill and care. Circulars of appeal, circular letters, rubber stamp signatures, might as well be thrown into the waste-basket before they leave the central office, lots of postage stamps will be saved thereby. Campaign literature is in competition with that of the automobile agent, the oil stock broker, and the haberdasher. Which is going to be read first, and which go into the waste-basket? Millions of dollars are wasted in poor advertising. It is not money that counts so much as brains, taste, and correct psychology in making up the pamphlets and letters of campaigns. And there is no advertising force equal to that of transparent simplicity and conviction.

After all, the only way to get money is to go out and get it. What I have already described is simply the preparation of the field, the kindling of people's interest, the adjustment of their minds to the subject, the softening of prejudices and the opening the way to personal approach.

Here comes the organization. Organization is of no use for itself. It is a waste of power merely to make wheels whirl; and yet some campaigners, professional and amateur, take immense delight in the whirl of the wheels.

The purpose of organization is to send the spirit, enthusiasm, intelligence and conviction of those at the power house to the end of every wire; so that as the leaders touch the sub-leaders, and they the group leaders, and so on out, the temper, tact and touch are sustained, and the man or woman farthest away from the center who calls upon the humblest wage-earner will have the sensitiveness and ability to see the other man's point of view in such a way as to melt them together. He may or may not get

a dollar,—that is of small moment,—the real success is in getting the interest of the man.

Indeed in all the campaigns in which I have had a part, the money is the secondary consideration. I am after the confidence, the sympathy, and the intelligent moral support of the people. And whether they make a big gift or decline is of secondary importance, provided they have given the subject thought. I answer each with the same courtesy and sympathy. Some of the best letters that I receive are from those declining.

It is to me very strange that so many people shrink from turning to people for subscriptions for a good cause; they are afraid of them, of alienating friendship, of seeming aggressive. Not a bit of it, if one has the right spirit; it is not I that am making the call and talking,—it is simply the cause talking through me. I have never made an enemy or received a harsh word, and I have made thousands of friends throughout the whole country. A few years ago, some weeks after a surgical operation, I received a handsome basket of grapes. A friend who was in my room said, "I did not realize that you knew Mrs. —; how long have you known her?" "I have never spoken to her but one or twice," was my answer, "but a few years ago at my suggestion she sent me \$10,000 for the Church Pension Fund, and I wrote her a letter of thanks and appreciation. She then sent me another \$10,000. And now she sends me these grapes out of gratitude for what I did for her. She wants to give, and she is glad when she finds a good cause."

This is not fiction, but fact. A few years ago a great company of people gave me a dinner at the Waldorf-Astoria. Most of them were new friends, some of them I had never spoken to; but they all gathered at the dinner, to thank me for having made it possible and easy for them to give. This is of far greater value than the money, and is the token of a successful campaign,—a fine spirit.

Pardon the egotism, but the Editor wants facts. To sum up the last campaign, with which I began this paper. This morning there was laid upon my desk the record of the last trickling in of the stream of money after a short and happy three months of hard, of very strenuous work for the School at Cambridge.

We hoped for one million dollars. First, a few loyal friends gave \$39,000 with which to meet by anticipation the expenses of the campaign. In addition to this, the total today is \$1,020,567.30, besides the promise of \$34,000 in bequests from people who wanted to give more than they could now spare; so they gave in both ways.

Most people are finer than we think.

METHODIST FINANCING

DR. JOHN W. HANCHER, COUNCELLOR IN FINANCE, BOARD OF
EDUCATION, METHODIST EPISCOPAL CHURCH

For forty years,—some more, some fewer—our Christian schools submitted largely to the thesis of the modern Croesus, "When any department of my business ceases to pay, I scrap it." Latterly, educators have awakened, and awakened fully, to the outstanding truth which justifies their alarming need—service. This need is money—money in figures large, as well as figures small. Let no administrator have contempt for the small figure. The child who contributes ten cents or twenty-five cents, or one dollar, to your school thinks of it henceforth as his school; the wage-earner who gives you a dollar a year, or five dollars a year, or twenty-five dollars a year for two year, or three years, or five years, calls it "our school" from the day he makes the pledge.

Too many people have the notion that money is given only by the rich and prosperous. Too many people have the notion that only these ought to give it. The day of liberation from the conception that money passed on to philanthropic service is a gift, will come. That day when the stewards of God shall recognize such passing on of money as an investment on behalf of Christian civilization and Christian freedom, will be a far cry toward a better conception and understanding of our high privileges as patriot-citizens of the Divine Democracy. Such investment is a privilege as high to him who can give only in one figure or two as it is to him who can give in four figures, or seven. Besides, it is a blessing almost as great, a benediction perhaps fully as great, to the recipient institution.

In the roundly \$36,000,000 pledged to the institutions of the Methodist Episcopal Church, under the inspiration and largely through the leadership of the Educational Jubilee, forty-seven per cent was in sums of \$250 downward; fifty-three per cent was in sums of \$500 upward. That is to say that while the people who gave \$500 or more, and up to \$250,000 aggregated \$18,000,000; the people who gave \$250 or less, and down to \$1, aggregated \$17,000,000. If sometimes there was sacrificial giving on the part of the few belonging to the above "Bigs," there was likewise sacrificial giving on the part of the many represented by the above "Littles." Who shall say that the aggregate of the "Littles" has not a value as great as or even greater to the Kingdom of God than the large sums of the "Bigs?"

The aftermath of the Educational Jubilee was a half dozen millions more. With the closing of this third active year of the work of the Department of Finance of the Board of Education of the Methodist Episcopal Church, July 3, 1923, organized and in operation since the Centenary intensive period closed, another \$22,000,000 will have been completed within a period of three years. This makes a total resource in new pledges to our Methodist schools within a decade of \$64,000,000. Under a liberal allowance of shrinkage, it means the addition by actual collection of these pledges within a twelve-month after the expiration of the time period on the last ones, of more than \$50,000,000. This church is under authorization of its General Conference to continue this aggressive activity until another hundred millions shall have been pledged and paid into its many educational institutions. This it hopes to complete within the next two quadrenniums.

These operations are built on three fundamentals—publicity, organization, prayer. "More things are wrought by prayer than thou hast dreamed in thy philosophy, Horatio," is as true today as when first that old classic fell from the heart and lips of its long-ago author. All this we steadfastly believe. In this faith, we enlist thousands of people in every Development. A prayer covenant is sent out by our Director of Publicity to every constituent family in each and every movement. They are asked to read the covenant carefully, sign deliberately and follow it faithfully. The covenant pledges the signer to pray for the par-

ticular educational Development in which he is interested, frequently and fervently. It does not name any particular time, period or place. The theory of the covenant is that the spirit of prayer is paramount rather than the machinery.

We maintain an organization of efficient, experienced people. They are skilled in opening and setting up the headquarters office; in assembling the lists of constituent families within the patronizing territory; the lists of alumni from the ends of the earth; likewise lists of former students. This last is difficult and not easily found; it is of great importance and every institution would do well to add to its budget the necessary cost of knowing the whereabouts of its former students from year to year, as well as its alumni. I have met many a man and many a woman as proud of Alma Mater, though the freshman year only had been experienced, as the average alumnus is of Alma Mater.

The people of our organization are skilled in assembling groups of constituent leaders representing sections of a community, and interesting them in the great movement being inaugurated by showing its needs and its possibilities, and by taking advice of such constituent leaders as to how best to proceed on behalf of their own institutions.

The way is paved for these organized people by carefully prepared publicity. We employ every medium: letters, college bulletins, postal cards, picture cards, the church press and to some extent the secular press. All of this publicity is prepared under the supervision of the director of our publicity section. This director has an assistant in every development who remains on the field throughout the period. These assistants are skilled in the knowledge of paper, ink, type, and the nomenclature of the job office and press room. When the printer, suggestive of overlordship, begins to talk to any one of them in the technical terms of his craft he soon discovers that they are as familiar with such nomenclature as is he, and frequently even more familiar. In consequence their plans and efforts together are agreeable and happy and results are highly artistic.

We undertake to set the entire constituency of a school to thinking about and talking about its development, because they cannot help it. We do not agree to set them all to talking favorably about it. In the beginning seventy-five per cent or eighty-

five per cent are talking unfavorably. By the time the solicitors get onto the field to follow up the publicity in their quest for the last constituent man, woman and child, seventy-five per cent to eighty-five per cent are talking favorably about the Development. When the intensive period is reached, we use the telegram freely. This more than alarms some people and arouses the fears of many, lest expenses be high and failure ensue. This sort of work is not done without cost. Successful results are not achieved without cost. The average total cost of the \$64,000,000 is almost exactly four per cent. The normal shrinkage will increase this cost somewhat, possibly to five per cent. The average cost this year promises now to be somewhere from five per cent to six per cent. No such movement can be organized on paper and launched full fledged at once. It must be a Development. We have been experiencing a dozen years. However, pioneer work is done, the way has been paved, the side lines have been passed and we are in the period of the avenue or the boulevard.

Any denomination can "carry on" under this system if it will pay the price of patience, forbearance, long-suffering continuity and devotion to the cause.

THE FINANCIAL CAMPAIGN OF A CHRISTIAN COLLEGE—THE JAMES MILLIKIN UNIVERSITY

PRESIDENT LOUIS E. HOLDEN

We recently completed our campaign for a million dollars endowment. There was nothing out of the ordinary or spectacular about it. It was simple trust and confidence in our neighbor doing the right because it was right. We have discovered no new method to raise money for Christian Education. Simple trust in God and our fellow man has accomplished the task here.

I sometimes think that we have lost much in these days by increasing the machinery or relying upon commercial agencies. The crises that continually arise compel us to get rid of exhausting incumberances. Usually the task can be accomplished while we wait for a multiplicity of machinery to get

started. Frequently the yoke is more galling than the burden. It is not the ordinary load that crushes us but the everlasting waiting for others to hitch up to it and draw it that makes the heart sick and wears us out more than the real work of accomplishing the task.

Its Origin and Course. We have the right to assume that the great Head of the Church is vitally interested in that institution we call the Christian college. The course of the first Christian college was a three years' course. The students, in this first Christian college had the exceptional opportunity of studying the life of Christ by direct association with Him. While He was still with them He prophesied of the coming of the Holy Spirit, to guide and to keep them in His absence. What further proof is necessary, to those who have inherited the promise, to assure those who follow in His footsteps that they shall meet with Divine approval in the work they are called to perform in the world?

Its Purpose. The Christian college from the beginning of the apostolic church to the present day has provided the church with its leaders; no other organization has ever been created fitted to perform this task.

The Acid Test. The first step in planning a campaign is to be assured that the cause is God's cause; that it has His sanction; that it is for His glory; that it has a place in His plan for the redemption of the race, and that there is no personal or selfish interest in it.

The Source of Power. The second step is to prepare our own hearts and the hearts of all who are to be associated with the proposed campaign that all may be receptive to the gracious influence of the Holy Spirit upon them. During this period of preparation of ourselves and our friends for the work before us, let the leader dwell upon the power of prayer when offered for the hastening of the Kingdom and the promises to answer such prayer. Let these meetings lead up to waiting upon God to reveal His power in the college and in the community.

God called men to His work who were men of the Spirit. Our choice of men to conduct a campaign for a Christian college, so far as we are able to judge them, should be men of the same type. We should effect an organization of undergraduate stu-

dents for a spiritual awakening before the great financial work for the college is undertaken. Let this organization organize the classes for a class subscription. Secure from every student a gift, within his power to meet, also a list of possible donors within his range of acquaintance at home and abroad. Next, organize the alumni and ex-students of the college so that every former student shall be reached and interested in the success of the campaign. Among the alumni it is best to secure co-operation in classes rather than by individuals.

Then, organize the faculty of the college. While the members of the faculty are not usually able to do largely, owing to their very limited salaries, nevertheless, they will surprise you with their generosity and willingness to sacrifice. Finally, organize the Board of Trustees for the campaign, its members have all been chosen because of their intellectual, spiritual and financial leadership. In most cases you will find them the largest givers to Christian education in the synod.

The Starting Point. "Begin at Jerusalem and then work out through the borders of Judea and Samaria," was the Master's method in spreading His gospel. It is a good method to follow. What will the Board do? It should be ready to subscribe at least one-fourth of the amount which the college is seeking as the result of the campaign.

The amount for which a campaign should be made must be determined by the immediate needs of the college, together with a survey of the possible constituents of the institution. When the amount is decided upon it is usually thought wise not to launch the campaign before one-half of the amount sought has been quietly secured from large donors.

Cost of Campaign. You must understand at the very start that any financial campaign for a college involves a large expenditure of money. Commercial firms do not undertake this work without a margin of ten per cent. Colleges cannot manage it themselves for much less.

Executive Force Necessary to Conduct the Campaign. (1) The president of the college should be accepted, by all concerned, as the commander in chief of all the forces conducting the campaign. He is synod's representative and the synod's educational leader. (2) There should be a manager of the campaign whose

business it should be, after consultation with the president of the college, to assume all responsibility, from the point where the president's work stops, to the minutest detail. He should select at least six worthy and competent solicitors, whose experience warrants their being drafted into service, who, in company with himself should be able to enter any ordinary field and prepare the same by addresses, publicly delivered, for a systematic canvass of every member of the community. These solicitors should represent in their own lives and characters what the Christian college stands for. They should be educated Christian gentlemen; they should be men of vision whose devotion to the building of the Kingdom is pronounced and self-evident.

Begin the Canvass with the Facts. The president of the college should present the manager with a sworn statement, by a first-class accountant or a public auditor of accounts, in which the financial condition of the college is set forth so that any ordinary man or woman can understand it. It should be an accurate statement of the total assets of the institution, its income and its expenses,—the cost of education to the church per pupil, in said institution,—amount used for instruction and the amount used for maintenance of plant and administration. The statement should show also the present needs of the institution, what the money, if secured is to be devoted to. The statement should be made to date when the canvass began so that the public may know exactly the facts the day it is approached for assistance. This avoids all possible later explanations and changing of figures which tend to confuse the mind. Set forth the worst conditions at the very beginning and withhold nothing.

The president should submit to the manager such pledge cards for use as have been submitted to the college attorney for his approval. Avoid if possible tying up any gift by making it conditional on the whole amount being secured.

How the Fields Should Be Opened. It has been the experience of successful men that the best way to open a new field to the subject of Christian education is to present the cause from the pulpit on Sabbath morning. After a stirring address upon the subject, appoint an afternoon service at three o'clock, to which the elders, trustees and leading men and women are invited to

discuss the ways and means of reaching the church quota in that community.

Every solicitor should keep an accurate and full memorandum concerning every visit he makes, whether or not the party subscribes.

How to Conclude the Campaign. As the time limit for closing the campaign approaches it may be found that you are several thousand dollars short of the goal. If so, do not be discouraged. He who began the good work in you will finish it. He never fails. Give Him the glory for what has already been accomplished and seek His guidance to the end.

Summon all the workers for a conference. At this conference ask every man to turn in his prospects; those who have indicated that they might give more; those who desired more time to think over the matter, and the names of those who were absent when you called. Review these carefully and arrange to call upon every one of them, if possible, if not reach them with a personal letter or, in extreme cases, with a telegram.

When the victory is won mail to every donor a letter of thanksgiving and invite all to a public meeting appointed for public thanksgiving. At such a meeting give the honor and glory of the whole affair to God, who has blessed every effort made and crowned it with success.

FINANCIAL CAMPAIGNS FOR CHRISTIAN EDUCATION IN KENTUCKY

DR. S. WATERS MCGILL, DEPARTMENT OF CHURCH EFFICIENCY,
PRESBYTERIAN THEOLOGICAL SEMINARY *

The Presbyterian Synods of Kentucky representing the Churches of the General Assembly U. S. and the General Assembly U. S. A., recently undertook a United Campaign to secure the sum of one million dollars for Christian Education in the Synods of Kentucky. The causes represented in the appeal were the Presbyterian Theological Seminary at Louisville, Centre College at Danville, the

* Dr. McGill has had wide experience as a leader in campaigns for institutions of the Presbyterian Church in the U. S.—Editor.

Kentucky Woman's College at Danville, Sayre School for Girls at Lexington, the Mountain Mission Schools of both Synods and the Synodical Orphanage at Anchorage.

The Synod of Kentucky U. S. A. and the Synod of Kentucky U. S. each appointed a Commission to have charge of the campaign with full power in all matters. These two Commissions composed the Joint Commission of the Presbyterian Educational Movement in Kentucky. The detailed direction of the financial campaign was committed to the Rev. Henry H. Sweets, D.D., Executive Secretary of the Committee on Christian Education of the Presbyterian Church U. S. Dr. Sweets had been eminently successful in the conduct of financial campaigns for Christian Education in other Synods. For this reason the plan of the campaign was entrusted to Dr. Sweets and his co-workers. The members of the Joint Commission and official representatives of each participating institution committed themselves to fullest co-operation at the very outset. These commitments were kept in the fullest sense.

Commodious offices were provided by the Presbyterian Theological Seminary at Louisville. An adequate force of trained workers was employed and preliminary work begun in July. It was understood that the campaign for funds would begin in October. At the first official meeting of the Joint Commission at the campaign headquarters arrangements were made for financing the campaign. This was done by the stronger participating institutions providing the loan of securities to be used as temporary collateral at the banks. An agreement was reached regarding the distribution of funds and a standard form of pledge card adopted.

Plan of Organization

The Headquarters Organization consisted of (1) The Executive Department, (2) Department of Finance and Accounting, (3) The Publicity Department, (4) The Field Department and (5) The City Department. The Executive Department was in charge of Executive Secretaries who had been successful in directing financial campaigns for Christian Education in other Synods. The Department of Finance and Accounting was placed in charge of an expert auditor who had charge of all funds, made all disbursements and installed a complete system of record

keeping and accounting. This system was so arranged that at the close of the campaign there could be an economical and efficient follow-up movement for collections and for additional funds.

The Publicity Department used the regular bulletins of the participating institutions for general publicity. As these several bulletins had the advantage of second class postal rates it was possible to secure a maximum of publicity at a minimum of expense. Special literature was prepared in the interest of Christian Education showing the needs of the Presbyterian schools and colleges in Kentucky. The daily press was used liberally for both paid advertising and news stories. There is always a way to secure the co-operation of the daily press when the news is real news and not all propaganda and when the copy is properly prepared. The program of publicity made the case before there was any solicitation of funds.

The Rural Campaign

The Field Department arranged for a schedule of visitation to the Presbyterian churches of each Synod. The first visits were for the purpose of securing the names of prospective givers and building an up-to-date mailing list. The incorrectness of the average church list is often surprising. The cleansing of the rolls of churches was one of the distinct services of the campaign. The second visit of representatives of the Field Department was for the purpose of presenting the cause of Christian Education and stating the needs of the Presbyterian schools, explaining the plan of the campaign. These visits were followed by personal solicitation from the prospective givers. This plan was followed in the smaller towns and the country districts only. An entirely different plan was used in the city churches.

The City Campaign Plan

The plan of campaign for the cities was entirely different from that of the Field Department. In the Field Department the official representatives of the Campaign Committee did the work of financial solicitation. In the city campaigns the churches were organized and the members of the various churches did the work of solicitation among their own members. Considerable experience proves that the employed worker gets the best results in the

smaller places while the volunteer solicitor gets the largest returns in the city centers. There are good reasons for this. The stranger is at a premium in the smaller places. He is often at a discount in the large city. In addition to this the personal relationship and point of contact can be capitalized in the cities.

The first step in organizing the cities was a conference with the local pastors. This was followed by visitation of the churches to get the official sanction of the church sessions. When this had been accomplished there was held in each city what was known as "The Blue Hue." This was a get-together meeting of Presbyterian pastors and church officers and their wives. In this meeting official approval of the campaign was voted. An Advisory Committee was formed consisting of two or more representatives of each church, appointed by the church session. The Advisory Committee in turn appointed the Campaign Committee with full power to conduct the campaign. In securing the approval by the churches of the plan of the campaign, the financial objective and the schedule of campaign dates were also approved. This was essential in order that there be no conflicting interests before the people during the campaign period. The schedule of major events included "The Blue Hue," "Christian Education Sunday," "The Presbyterian Parley," "The Opening Workers' Dinner," the daily campaign luncheons, "Emergency Sunday" and the closing "Victory Meeting." It was necessary to have each church committed to this program in advance.

The Executive Committee of the local city campaign in each case appointed the following committees: (1) The Hospitality Committee, (2) The Publicity Committee, (3) The Listing Committee, (4) The Estimates Committee, (5) The Initial Gifts Committee, (6) The Womans Committee and (7) The Organization Committee. To each of these committees definite duties were assigned in writing in order that they might clearly understand what was expected of each. The Hospitality Committee arranged for the speakers for the major events of the campaign such as "The Blue Hue," "The Christian Education Sunday," "The Presbyterian Parley," etc. They looked after the entertainment of the visiting speakers and the assignment of speakers to the churches. This committee also arranged for the daily noon report luncheons for the workers as well as the opening campaign dinner.

The Publicity Committee in the various cities had the full co-operation of the Headquarters Publicity Committee. They were provided with literature and were responsible for its distribution. Stock stories were furnished for the local press. A plan was also provided for using the "Four-minute Men" in every Presbyterian gathering for two weeks prior to the actual work of financial solicitation. Before the campaign opened the people of Kentucky knew the claims of Christian Education. They knew the needs of their own church schools and they knew they were to be asked for gifts to meet the needs.

Lists and Estimates

The Committee on Listing prepared from the church rolls in conference with the pastor a complete record of prospective givers. It was definitely understood beforehand that no one should prejudge the case and conclude that certain persons would not give. All were to be given an opportunity. Where this plan was not used sometimes people were offended because they were not called on. The Estimates Committee was asked to indicate an approximate amount of the gift to be sought. This was in no sense an assessment but a guide to the worker. It was necessary to follow this plan in order that it might be known as the campaign progressed whether we were winning or losing. There were probably as many surprises occasioned by larger gifts than the estimate as there were disappointments on account of smaller gifts. These estimates were to be regarded as confidential. However, when prospective givers insisted on knowing what they were expected to give, the information was always available. The Initial Gifts Committee was entrusted with the important task of visiting the larger prospective givers prior to the opening of the campaign. This was to insure the proper presentation of the cause to those of larger means. It was also for the purpose of having a substantial amount in subscriptions to be announced at the opening dinner in order to encourage the workers.

The Women's Committee

The Women's Committee accomplished three very definite and distinct things in connection with the campaign. They first conducted a school census of the Presbyterian children in the city.

This census asked for the names and ages and place of school attendance of every Presbyterian child. It was revealed that for the most part Presbyterians were not only not supporting their church schools by their money but they were not supporting them with their children. This census has secured much data that will be of value during coming years. The Women's Committee also planned and conducted a schedule of prayer services prior to and during the financial campaign. These prayer services proved of inestimable value. Another way in which the women helped was in the actual work of financial solicitation. If objection be made to the use of women in money getting because they may be satisfied with small things let us say that the women more than make up for small gifts they may accept by the larger number of solicitations they make and the larger number of gifts they secure.

The Organization Committee

The Organization Committee was entrusted with the task of recruiting and training an adequate number of workers for the actual solicitation of funds. The number of workers depended upon the size of the city and the number of persons to be solicited. These workers were divided into divisions with a division leader, then into teams with a team leader. To these workers were assigned prospect cards of their own selection. It was definitely understood that no one should solicit those whose prospect cards he did not hold. In this way definite responsibility was placed. The preliminary campaign work began in July. The actual work of solicitation began in October. The campaign closed on December 19. The total amount pledged was \$1,127,673.30. To this is to be added a gift of \$200,000 made to Centre College. The general results from the campaign are stated in the final report of the campaign director to the Joint Commission, as follows:

(1) The cause of Christian Education is better understood and appreciated in Kentucky than ever before. We have made our case for our church schools. Every department of every participating institution in this movement ought to find its every task easier of accomplishment than formerly. Our church schools now have a tremendous advantage that they have not heretofore

possessed. As a good general turns a defeat into a rout, so we, if we are wise, will turn our victory into a triumph.

(2) A greater Presbyterian consciousness has been created. Our people know more about the program, progress and needs of our church than they did before this movement began. It has been remarked many times, "This is a movement and not a campaign." At the beginning of our undertaking one of our leading pastors greeted us with a written statement that if our object was to get a million dollars and create a Presbyterian consciousness that ours was a worthy mission, for the schools need the dollars and the Presbyterians need the consciousness. In this connection let us report our surprise at our discovery early in the campaign that with 35,000 Presbyterians in Kentucky, less than 3,000 of them were subscribing to any of our church papers. This created more than one difficulty in the prosecution of our work.

(3) The spirit of Christian fellowship among Presbyterians has been fostered. We found in many instances that Presbyterians did not know their fellow Presbyterians in the same city. In some cases we found that Presbyterians did not know each other even in their own churches. The educational campaign has made large contribution towards overcoming this weakness. Time and again workers in the campaign have expressed surprise that so-and-so was a Presbyterian. Our people have become better acquainted. This accomplishment in the campaign is all the more notable because of the fact that two branches of the Presbyterian family have been engaged in this united movement. More than one pastor has said, "We Presbyterians of the two Synods have worked together in this campaign better than we sometimes work in our own individual Synods."

(4) New workers for the local churches have been enlisted and old workers have been led to larger efficiency in the solution of local church problems. Men and women have found themselves in this campaign and have offered for additional service. Some who had heretofore never lifted a helping hand in any distinctly religious enterprise have found joy in the fact that they, too, could share in a definite way in things that have to do with the extension of the Kingdom of Christ.

(5) Christian stewardship has been taught and learned. Men and women who had always thought in small terms in connection with the church have had new visions. Some have stated that heretofore they had not thought of the Kingdom of Christ in larger terms than hundreds but that now they were thinking of Christ in terms of thousands and have found greater joy than they had ever anticipated. It has been the fear of some that this effort would interfere with other forms of benevolence in the church. We are too close to the campaign now to be able to speak positively but it is our conviction that this movement will help and in no wise hurt other Christian causes.

(6) The spiritual note has been kept dominant throughout the whole campaign. We believe that the victory has been achieved because of the moving of the Spirit of God on the hearts of His people. Pastors have said that every Presbyterian problem in Kentucky will be easier because of this campaign. In many instances family altars have been erected as a result of the visits of our representatives. In some churches there have been additions in membership and we have heard of at least one man who decided to enter the ministry because of this campaign. The Life Enlistment meetings have pointed the way for many young people towards whole-time Christian life service.

(7) And finally, we got the money. With an objective of \$1,000,000, there has been secured in *bona fide* subscriptions \$1,127,673.30. This amount has been secured in the shortest time of any million dollar campaign in our church or in any other church of which we have any knowledge. It is also gratifying to report that this has been one of the most economical if not *the* most economical campaign ever conducted in our church. For this we should thank God and take courage.

TWO MILLIONS IN MICHIGAN—THE ALBION COLLEGE CAMPAIGN

PRESIDENT JOHN W. LAIRD

The Methodist Educational Advance began December 1 and closed its intensive campaign with a great victory dinner at Albion, March 15, 1923.

The objective of the campaign was \$2,200,000 to be divided as follows:

Albion College	\$1,700,000
Ann Arbor Wesleyan Guild	250,000
Albion Wesleyan Guild	100,000
Other Education Interests	150,000
	<hr/>
	\$2,200,000

The success of the Advance was due to the following factors:

The Church

Back of the Methodist Educational Advance for Michigan was the Methodist Episcopal Church with a constituency of 152,000 members. Albion is the only Methodist college in the state.

Bishop Theodore S. Henderson gave himself without reserve to the campaign. He traveled over the state twice, meeting his districts in afternoon and evening sessions and very greatly stimulated the leadership of ministers and laymen.

The District Superintendents, thirteen in number, followed their Bishop to a man. There was united and unanimous cooperation.

The ministers for the most part did valiant service, both in their own churches and in the parishes of other men. Without the ministers the campaign could not have succeeded.

The laymen were not employed very much as canvassers, but they were princely in their generosity.

The College

The faculty of Albion subscribed \$27,000. The student body gave \$52,000. The towns-people of Albion gave \$165,000. Over a hundred students were in the field at one time soliciting subscriptions. They secured a lot of money. The president gave

his entire time to the campaign and travelled from Michigan to Florida.

The Alumni

Letters were sent to the fifteen hundred alumni scattered throughout the country. Over \$100,000 came from the alumni. This is a rich field and one that is only half cultivated.

The General Education Board

The General Education Board gave a capital grant of \$300,000 for endowment on condition that the college raise \$700,000 additional endowment. This is one of the largest gifts for endowment given a small college by the General Education Board.

Dr. John W. Hancher

Doctor John W. Hancher is Counsellor of Finance of the Board of Education of the Methodist Episcopal Church. He was invited to direct the campaign. On November 28 Dr. Hancher began to effect the organization for the Methodist Educational Advance and in a few weeks had a staff of nearly a hundred workers securing lists and sending out publicity matter to the Methodists of Michigan, the alumni and others.

The Intensive Drive

On February 1 the intensive campaign began. The largest subscription was \$300,000 from the General Education Board. There was one \$75,000 subscription, two \$50,000, and one \$30,000. Altogether there were over fifteen thousand subscriptions. On the 15th of March, \$2,123,000 was announced. Two million dollars was the validation goal. In the two weeks following subscriptions came in that ran up the totals to a face value of \$2,190,000. A quiet post-campaign was begun at once and an effort will be made to raise enough additional money to take care of the cost of the campaign and allow for reasonable shrinkage.

It is a great victory for Albion in particular and for the cause of religious education in general. There is money available for the strengthening of colleges like Albion, because the conviction grows that educational ideals must be paralleled by religious ideals if education is to be an unmitigated blessing to the world.

THE SPIRIT OF LAFAYETTE

PRESIDENT JOHN H. MACCRACKEN

Lafayette College has tried many methods of raising money and no one method fits all occasions. The college executive must exercise his sagacity to determine what method will be most successful at any given time and place, or for any particular purpose.

Our experience is that to raise money costs something besides money. There must be a group of men who initiate the enterprise and stand back of it; who believe sufficiently in its significance to sacrifice time and effort, as well as money, and to put themselves under obligation to their friends by asking their cooperation. With a group of this kind behind an enterprise and with proper organization and with a worthy cause, success is assured. This is the real meaning of the generalization which has been made that as a rule at least one-fourth of all funds must be given by the trustees of the college, and our experience shows that this is a fairly safe index of the amount that an institution can hope to raise in any given campaign.

The time has passed when the college president can raise considerable sums single-handed. On the other hand, it does not often happen that a large fund can be raised while the president is absent in Europe on a year's leave of absence, as was the case recently in two of our Eastern colleges. When we were organizing our recent campaign, I called at the campaign office of another college to secure suggestions regarding methods, and the secretary in charge evidently did not catch the introduction, because when I commented on the fact that their president was abroad, the reply was, "Oh! you are burdened with a president too, are you?" Most presidents will subscribe to the sentiment so well expressed by Bishop Lawrence, when he recently undertook the raising of a million dollars for the Theological School at Cambridge, "What is experience good for except to place it at the service of others and in the best cause." Any president who will enter a campaign in this spirit will be helpful.

As to the campaign manager, other things being equal, there is a great advantage in having an alumnus of the college who works in a spirit of devotion to Alma Mater and only secondarily for the

compensation involved, however large that may be. On the other hand, an institution ought not to hesitate to pay the alumnus adequately for his services. If he is a really competent man, a thousand dollars a month will not be misspent. My understanding is that five per cent is considered a fair average for expenses when the amount to be raised is large. In our own recent campaign where a considerable part of the total came from the Foundations, we were able to keep this expense down to three per cent.

The technical methods of organization are now pretty generally understood, as most men have worked on teams for one cause or another during the War. No amount of organization, however, will produce wisdom, and the engineering of men is still an art rather than a science. If you have no alumnus who has proved his ability in this direction, there is a decided advantage in employing a specialist whose ability in this art has been demonstrated. But, in spite of some glowing advertisements, there is no mysterious automatic method of alchemy which will produce gold even for the best of causes.

THE MILLION DOLLAR CAMPAIGN OF THE UNIVERSITY OF THE SOUTH

VICE-CHANCELLOR B. F. FINNEY

In 1919 the University undertook to raise a million dollars of General Endowment. The General Education Board made a conditional gift of \$300,000, towards this fund, the conditions being that the University raise \$700,000, in cash and *bona fide* pledges prior to December 31, 1922, and at the same time raise a sufficient sum of money over and above the \$700,000, to wipe out our indebtedness. This indebtedness amounted in round numbers to approximately \$400,000; the University therefore was compelled to raise \$1,100,000 in cash and in pledges in order to secure the gift of \$300,000, from the General Education Board, leaving us with one million dollars net of endowment and no indebtedness.

We employed Mr. Wickes Wamboldt, who was a professional "campaigner" and over a period of two years we conducted under his direction with the assistance of the church people in each Diocese, campaigns to raise the amount apportioned to each

Diocese of the Church, the million dollars having been arbitrarily apportioned to each Diocese. Approximately \$700,000 was raised in this way. The cost of this was excessive. The General Education Board, as stated above, contributed \$300,000 towards our Million Dollar Fund. In raising the additional \$400,000 needed to wipe out our indebtedness, I asked the churches in each Diocese, officially through their several Conventions, to agree to pay a little over \$200,000 over a period of five years, paying the interest on deferred sums at six per cent. The balance was from gifts by individuals who were personally solicited. The great bulk of this money came, directly or indirectly from the Episcopal Church in the South.

There were no outstanding features of interest in connection with the campaign; it was a long, hard pull, and as stated above, was rather expensive, costing approximately \$130,000. It is true that we ran into unusual difficulties during the progress of the campaign.

THE ALMA COLLEGE CAMPAIGN

PRESIDENT H. M. CROOKS

Our campaign had the misfortune to drag itself out a good while. We used the intensive methods that are familiar to every one. When we canvassed in the larger centers we formed local committees and tried to apply considerable pressure. This method absolutely failed in the small towns and communities, so that we then employed six or eight men to do the work of personal solicitation in the various towns and in the country places. Occasionally these men delivered Sunday addresses or spoke at dinners, but in general it was a man-to-man fight. The method was expensive, but it had this very large advantage: these men who went out from our own institution to canvass made many friends for the institution because they themselves were interested in the institution and knew well its needs.

If these same personal representatives of ours had canvassed some of our wealthy people in the cities, we would certainly have received larger subscriptions from them than they made when

they as fellow-committeemen canvassed each other.

To sum it all up, I think that if the college is old and has many alumni it may perhaps be able to adopt the well known organization plan. If it is controlled by a denomination that has the episcopal organization so that bishops can send out the proper orders down the line, then it seems to me that a church organization will do the work in a comparatively short time. The more congregational the church (that is, the more the local church has control of its own affairs) the more necessary it will be to have personal representatives do the laborious work of man-to-man canvassing.

These are things that I seem to think now that we have emerged from our campaign. Of course an easy method would be for every college to discover an orphan millionaire.

THE CHATTANOOGA PLAN

PRESIDENT ARLO AYRES BROWN

Our campaign was for \$850,000.00 and our territory divided itself into two major constituencies. One, the citizens of Chattanooga representing all the religious faiths of the city; and second, the members of the Methodist Episcopal Church and their friends in several annual conferences but principally in the Holston Conference of East Tennessee. The four steps upon which we relied were as follows:

- (1) Service to the constituency, which merited generous support.
- (2) Publicity.
- (3) Organization under inspiring leadership.
- (4) Capable and persistent salesmanship.

Dr. John W. Hancher with his staff of helpers had supervision over the entire campaign. In the city of Chattanooga, however, where a little over one-half the amount was subscribed, we placed great reliance upon local leadership. The citizens of Chattanooga had learned during the war period how to conduct drives and this experience was utilized very successfully. The four principal civic clubs, Rotary, Kiwanis, Civitan and Optimist conducted the

major part of the civic campaign. They were, however, very ably assisted in the closing days by the organized teams representing the principal women's organizations of the city.

Good leadership, civic pride, interest in young life, and a fine spirit of generous cooperation made this movement in the city a success. In the territory outside of the city, interest in training young lives for Christian leadership and denominational loyalty were the greatest assets.

One of the lessons brought out by the campaign was the fact that capable and persistent salesmanship will win in nearly every case. The spring of 1922 was perhaps the most difficult season for a financial campaign that has ever been known by this generation. Our success was due not so much to our ability to secure large amounts as to the ability to secure substantial subscriptions from almost every important person solicited. The soliciting was done by teams of two men or women. If an individual failed to give when he was first solicited he was solicited by this team two or three times. If the first team failed, a second and sometimes a third was sent. We found out that there are very few people whom someone cannot "land" as a subscriber or purchaser and it was our task to find out the right person to serve as principal solicitor if others had failed.

It was not necessary to resort to calamity howling or to attempt to coerce men into giving. An explanation of the needs and opportunities of the institution was usually sufficient to convince people that they ought to give. The next problem was to persuade them to give enough and to suggest some plan by which they could give an amount commensurate with their interest.

THE WEST VIRGINIA WESLEYAN CAMPAIGN

EX-PRESIDENT WALLACE B. FLEMING

While president of West Virginia Wesleyan College, we completed two financial campaigns. Each of these was for five hundred thousand dollars. We are getting ready for a campaign here at Baker University of two million dollars. I do not think that I have any methods to report that are not already well known. However, I will relate an incident which seems to me to point

toward rather large available resources that have not generally been sought by colleges. The incident is as follows:

In company with a pastor I visited a home in a little mountain valley of West Virginia. After a good country dinner the pastor presented the college appeal to our host in the following way.

"Mr. —, how many acres of coal land do you have here?" Our friend replied, "Six hundred." The pastor said, "You do not need all of it yourself. I suppose you are saving it for your children." The answer was, "That is correct. They have grown up and are getting along nicely, but when we are gone the coal land will be a nice thing when divided among them." The pastor said, "How many children?" and the farmer answered, "Five." The pastor then said, "No, that will not do; you had six children." Turning to me he said, "One of them has gone home to God. She was the organist in my church and a teacher in the Sunday School. She was one of the most beautiful characters that ever blessed this little mountain valley. Two years ago she left us. I was here; she said her good-bye in this very room." Turning to the father he said, "You must not leave her out, and when you have taken her share and set it to work in her name for the enrichment of the young life of our state by creating a memorial fund at the college you will not have taken from the others anything that ever did belong to them; and surely they would not want to profit by their sister's death."

The father saw the logic and the beauty of the argument; and today a substantial memorial fund has been established where it will perpetually advance the interests that were dear to one who is gone.

It is my judgment that there are millions of dollars in America that ought to be set at work in similar ways.

A WORD FROM KENYON COLLEGE

PRESIDENT WILLIAM F. PEIRCE

Our work in raising endowment for Kenyon College completely lacked striking methods either of publicity or of organization. Local committees were organized in alumni centers and our central committee went quietly and systematically about presenting our needs to our friends.

SUCCESS AT CENTRE COLLEGE *

PRESIDENT R. AMES MONTGOMERY

Our plan of campaign in Kentucky was carried forward under the leadership of a joint commission of the Presbyterian Church, U. S. A. and the Presbyterian Church, U. S. The General Board of Education of the Presbyterian Church, U. S. provided the administrative talent and the force of field men to organize and prosecute the work.

The goal set was one million dollars, in which about nine institutions shared, representing practically all the work of education carried on by these two branches of the Presbyterian Church in Kentucky. The executive heads of the different institutions, with the additional assistance of certain members of the faculty and ministers on the commission, together with a few qualified pastors, presented the work on the platforms and in the pulpits put at our disposal in the campaign. The plan was to reach all the congregations of these two denominations within the State of Kentucky either in a Sunday service or a week-day service at which delegates from various churches in a given territory were assembled. At said meetings an inspirational address was made and an educational talk given on the purpose and methods, with specific instructions to the various solicitors working in any community.

Permit me to say this campaign in Kentucky was very successful. A total of \$1,127,673.30 was pledged.

The secret of success in such campaigns is: first, thorough organization; second, definite goal; third, thorough educational propaganda and awakening of the constituency from whom the money is sought; fourth, believing, persistent and pressing pursuit of the task. The constituency in Kentucky were made to constantly keep in mind that we were not simply seeking their money but the spiritual welfare of the whole church; to develop the obligation of the professing Christians of Kentucky to be faithful in meeting their responsibilities for stewardship.

I am sure the Kingdom of Christ has been greatly set forward in the Presbyterian churches of Kentucky by this campaign, as well as that some great needs of the educational institutions have been met.

* This is a specialized case of the larger campaign described so fully by Professor McGill.

HOW PARK COLLEGE SECURED ITS MILLION

PRESIDENT F. W. HAWLEY

Park College is located in a small town, nine miles from Kansas City. There is no local support to speak of on account of the fact that the village has a population of only seven or eight hundred, and being outside of Kansas City, the people there do not feel that it is a Kansas City institution although they are very kindly disposed to Park. The fact that we draw our students from such a wide range, having about a dozen nations and twenty-eight states represented on the campus in our student body of four hundred and fifty, and the further fact that one-third of our students come more than five hundred miles to college, bar us from being classed distinctively as a Missouri institution.

Our best advertising feature is the fact that every student in our eight dormitories is doing three hours of manual work daily to make an education possible. We accept no student who does not do this "family work" as we call it. The girls do all the work of the dormitory, kitchens and dining halls. A number of them work in the library, the Dean's office, the Registrar's office and my own office, all under supervision. The boys do their work on the farm, in the dairy, in the orchard, on the plumbing force, at the power plant, keep up the campus, do the janitor work, etc., etc. We ask the student who can afford to pay for the full cost of a college education to go elsewhere, as we are compelled to refuse admission to hundreds of worthy young people annually.

The fact that we cover such a large territory makes it almost impossible to put on an intensive drive of any local nature and the college must depend upon the mails in large part. We are just finishing the Million Dollar Campaign which has been running through the last five or six years, interfered with largely by war conditions, but we have secured in cash and good pledges about \$1,200,000.00. Of course, as president, I have seen friends scattered around over the country and have secured some large gifts, but the great mass of our pledges come in small amounts. *The Park College Record* which goes out from this office twice a month goes to forty-five thousand people and tells the intimate things of the campus life. We do not make so much of an appeal in this as we do by letter, using *The Record* for publicity and

the letters particularly for the appeal. We have but one field representative who spends a large part of his time in the East.

In addition to the figures stated above it has been necessary during the last six years to raise \$50,000.00 annually for current expenses, which means a total of a million and a half during the time of this campaign and I assure you that this has been no small task with conditions as they have been and having to depend in a large part upon a scattered constituency. However, Park College friends are wonderful friends believing in our self-help features and willing to help the fellow who is willing to help himself.

WILLAMETTE WINS \$1,375,000

PRESIDENT CARL G. DONEY

To my mind the campaign should begin years before it is formally organized, a good deal upon the principle that a child should carefully select his ancestry. One of our largest assets was the general and enthusiastic approval accorded Willamette University by the public. The people seemed to believe in the standards of scholarship, Christian character and output of the institution.

In the second place, we were fortunate in having a very complete organization which included practically everybody who was affiliated, by membership or preference, with the Methodist Church, and through them an additional clientele.

The third considerable factor was our publicity. The letters and pamphlets were prepared with great care and were presented in an unusually attractive manner. In addition to these, there were many devoted friends who gave much time, earnest thought and prayer to the Movement.

Had any of these factors been missing, I think we would have found the enterprise much more difficult. As it was, we were really surprised at the fine response of the public and at the present time payments are being made in a most encouraging manner.

HOW TUSCULUM OBTAINED ITS HALF-MILLION

PRESIDENT C. O. GRAY

We completed our financial campaign for half a million dollars, and we are very grateful for it. The campaign extended over a year's time, and was a very taxing one for me, but resulting successfully as it did, that is all forgotten now.

It would be hard to tell of any special method that was used, because we had no method aside from just strenuous personal work. Two different times we had helpers—one for a month, and another for three months, but aside from putting on a publicity campaign in the way of writing a little booklet and preparing some leaflets, telling of the college and its history and needs, and emphasizing its opportunities, nothing of very great moment was accomplished. A few thousand dollars were gathered in through their efforts, but the large bulk of the amount was gotten through the personal efforts of two or three of us, who simply went out and saw individuals and brought the needs in person. This method takes a lot of time and nervous energy, but with us it paid in the end.

"THE GREATER WITTENBERG" APPEAL

PRESIDENT R. E. TULLOSS

I append a statement regarding the Wittenberg Appeal which appeared in one of the college publications about the time the Appeal was finished.

The main features of the Appeal are probably the following:

1. The careful division of the entire territory into "Districts" each under the direction of a carefully chosen chairman.
2. A "swing around the circle" in which the President and other headquarter workers came into contact with representatives from almost every congregation in the territory.
3. Well planned and widely distributed campaign literature.
4. The confidence of the church constituency in the college administration and the perception of the importance of the church college.

From beginning to finish the Appeal was characterized by probably the most complete and systematic organization, the most hearty cooperation, the most widespread publicity, ever secured in the interest of an educational institution in our land. And the results speak for themselves as undoubtedly among the most gratifying ever realized in college appeals for assistance.

After many months of consideration and planning on the part of the college officials, the general plans for the great campaign began to assume definite shape during July, 1920. The goal, the money required to meet the *minimum* needs of the college was set at \$1,500,000. The month of September found the organization and plans completed, and everything ready for the drive for the college, for the sake of "Church, Home and Country."

In the beginning, the Appeal Organization was divided into three departments—Alumni, Church and Clark County—each with a distinct line of action. It was planned to carry the Appeal to every alumnus and former student of Wittenberg, into every Lutheran congregation in Wittenberg territory, and to the general citizenship of Springfield and Clark County.

The general planning for the entire campaign, and the executive direction throughout, were in the hands of President Tulloss.

Many weeks before the actual drive was scheduled to start, the Publicity and Literature Department was in operation under the direction of Dr. O. H. Pannkoke, secretary of the Lutheran Bureau, New York City. He was assisted by R. N. McMichael, Wittenberg '20. The newspapers in Wittenberg territory were deluged with "copy" and "boiler-plate" stories about Wittenberg. Literature filled with information about Wittenberg was spread broadcast throughout the entire church territory. And out among the alumni and former students of the college went the striking "Fifty-A-Year" booklets.

In order to arouse the Lutheran people to the needs of Wittenberg and to interest them in the Appeal, a party consisting of President Tulloss, other college officials, Appeal Chairmen, and the Appeal Glee Club made their famous "swing around the circle" holding meetings in each church district. For many weeks, a committee of faculty members, pastors, and Lutheran business men from Springfield and elsewhere, under the chairmanship of

Dr. V. G. A. Tressler, visited many persons throughout the territory, soliciting larger gifts.

The Appeal had been planned to begin at a most auspicious time. Early in November the four Lutheran synods of Ohio met in Springfield and were merged into the new Synod of Ohio. The concluding event of the week was the formal inauguration of Dr. Rees Edgar Tulloss as seventh President of Wittenberg. In connection with these events came the Wittenberg banquet to the visiting pastors and lay delegates, and the wonderful historic pageant written by Miss Georgia MacPherson and presented by the students of the college.

Through publicity, literature, addresses, sermons and the historic events in connection with the merger and inauguration, everything was made ready for the actual start of the campaign and on November 14, exactly as scheduled, the Greater Wittenberg Appeal began among the alumni, throughout the Church and in Clark County.

The Springfield and Clark County Campaign was carried on by twenty-five teams each composed of ten Springfield citizens who had offered their services to the Appeal.

The teams met each noon at the Shawnee Hotel where the reports were received. The original quota for Clark County, exclusive of large gifts was \$250,000. By Saturday noon the campaigners were within five thousand dollars of the goal. After a stirring address by Mr. H. S. Kissel, the goal was raised to \$300,000 as a personal tribute to Dr. Heckert who had been stricken with serious illness a day or so before. On Monday evening when the final report was read the total was found to be over \$316,000.

The earliest reports to be received from the Lutheran Congregations were far above their quotas. The early alumni response was likewise gratifying. Before many days of the campaign had elapsed it was clearly indicated that the goal of \$1,500,000 would be far surpassed.

Shortly after assuming the presidency of the college, Dr. Tulloss made application to the General Education Board for financial aid. The detailed report of the college, financial and otherwise, which was very highly complimented by the Board, was prepared by Dr. Edwin O. Weaver. It resulted in Wittenberg receiving an

award of \$233,333 on the condition that the college raise enough to increase the amount to \$700,000, the income to be used for increasing professors' salaries.

According to the latest available reports of the campaign, the Greater Wittenberg Appeal has gone over the goal line for a total of gifts and subscriptions amount to \$1,581,200. Of this total amount \$780,714 came from Springfield and Clark County. This includes the response of Clark County citizens in general, all sums from local Lutheran churches, the alumni and former students of Wittenberg, the present student body, and the large local gifts. \$800,486 came from the members of Lutheran congregations in Wittenberg territory, from Wittenberg alumni and former students scattered throughout the land and from the General Education Board.

Further work among the alumni and in churches which have not yet responded is now going forward.

ENDOWMENT FOR THE COLLEGE OF THE OZARKS

PRESIDENT HUBERT S. LYLE

The Forward Fund for the College of the Ozarks was started for the purpose of increasing the endowment and securing new buildings and equipment.

We finished our first campaign for \$100,000 in Arkansas on February 1, 1920. There were five men here in the village of Clarksville in which the college is located who gave me a written guarantee of \$33,333.33 on condition that I secure \$66,666.66. That guarantee was made on January 1, 1918. We were able to finish the campaign by February 1, 1920. Most of this was done by purely personal work. I went to see a great many people personally. The General Board of Education of the Presbyterian Church sent a man out here to help me twice. We simply went together and saw people personally.

We finished last May our special campaign for \$75,000 with which to erect a new Administration and Science building. I secured from a lady an offer of \$25,000 for this new building. That was an initial offer. The securing of this \$25,000 was very

providential. I cannot go into details, but that was one time in my life that I felt that the Lord was practically doing the whole thing and I was merely a point of human contact. This \$25,000 pledge was secured in November, 1921. I kept working all over the United States in a general way until May, 1922 when the campaign was finished. The Lord blessed the efforts. It was a nerve straining task but I passed through it. I had the help of a great many people who helped in a small way. Rev. Edgar P. Hill, D.D., of the General Board of Education was my good counselor. I found him to be a very practical man, very astute in planning and a man of great executive ability. He helped me wonderfully with his advice and counsel. He is really the best friend that our college has ever had.

It appears to me that I have given you the real secret of our success.

THE NEW COLLEGE AT STOCKTON, CALIFORNIA

PRESIDENT TULLY C. KNOWLES

For many years the Trustees of the College of the Pacific faced the possibility of removal from San Jose, California, to some other location in the northern part of the state not so well provided with institutions of collegiate grade.

The first project was to secure subscriptions for a complete set of college buildings in the city of Stockton. The Chamber of Commerce of this thriving city at the confluence of the Sacramento and San Joaquin Valleys offered to secure a campus of forty acres of ground and a building fund of \$600,000 from within the city. Interested communities between the cities of Sacramento and Turlock were prevailed upon to add another \$150,000 for the same cause.

The Trustees of the college, realizing the need of increased endowment, very earnestly sought the aid of the General Education Board. This Board, after mature examination, expressed its willingness to subscribe \$250,000 to the endowment fund if the College could secure \$500,000. The Department of Finance of the Board of Education of the Methodist Episcopal Church was

called into consultation and the Director of the Department, Doctor John W. Hancher, advised a single development program for the total amount of \$1,500,000. Our territory was Northern California and the State of Nevada. Doctor Hancher's organization began preliminary work in February, 1922, under the local directorship of Doctor O. B. Chassell. The units of the Methodist Episcopal Districts formed the basis for the campaign. The work in the city of Stockton was carried on by the Chamber of Commerce with the assistance and advice of Doctor Hancher's organization, under the personal leadership of Doctor Howarth.

This combination of local business men, Methodist ministers, and the people of Northern California interested in the third co-educational institution, met the challenge of the General Education Board and on the night of June 29, 1922 the Trustees declared that the conditions had been met.

The most striking illustration of our success was the devotion of the luncheon and service clubs of the city of Stockton in connection with the Chamber of Commerce in securing the \$600,000 for the new buildings.

The Illinois and Central Illinois Conferences of the Methodist Episcopal Church have undertaken to raise a \$1,250,000 fund to be distributed as follows:

Illinois Wesleyan University	\$333,333.00
Illinois Woman's College	250,000.00
Wesley Foundation	250,000.00
Conference Claimants, Illinois Conference....	166,667.00
Conference Claimants, Cen. Ill. Conference....	83,333.00
Chaddock Boys' School	83,333.00
Expenses and miscellaneous	83,334.00
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Total.....	\$1,250,000.00

HOW CARTHAGE COLLEGE REACHED ITS GOAL

PRESIDENT H. D. HOOVER

The first part of our \$600,000 just completed was raised as a feature of our semi-centennial anniversary. The last \$125,000 was raised in the local county having a population of less than 35,000—the major portion in the city of less than 2,500 people.

The significant feature of the drive was the fact that the money was raised by volunteer workers. There was not a single paid worker. This was made possible by an unprecedented cooperation of all the people. The various banks and bankers of the county endorsed it and stood behind the campaign. The newspapers opened wide their front pages, even issued one special edition the last few days of the drive. All churches of all denominations, Catholic and Protestant, endorsed the campaign and worked for it. Over one hundred busy business men gave their services as canvassers for several weeks, working in all kinds of weather over all kinds of roads in the finest possible spirit. No other movement is known to have received such a hearty response from all classes and conditions of people in this locality. The people did the work. It was a great undertaking to secure this cooperation in a county community sundered by many prejudices, but persistent, faithful persuasive personal work and advertising by mail, newspapers, moving picture theatres, schools, churches, and billboards did the work.

One of the most impressive meetings I ever attended was one of these volunteer workers' meetings upon which the local Catholic priest pronounced his blessing before the teams started out to work. Nearly all workers were Protestant and deeply impressed.

THE ALLEGHENY COLLEGE CAMPAIGN

PRESIDENT FRED W. HIXSON

Allegheny College concluded in June, 1921 a campaign for \$1,250,000. The subscriptions taken were written payable over a period of five years. Our publicity preliminary to the active solicitation of funds was sent to approximately forty thousand people. We secured six thousand subscriptions. The largest amount contributed by any one subscriber was \$150,000. We

secured about \$200,000 in estate pledges. These, of course, will mature for the most part considerably after the close of the five year period.

Our effort was really an emergency measure and we did not have opportunity for a thorough and satisfactory preliminary cultivation of our constituency. Our campaign was more expensive than it should have been and cost more than it would at the present time with more careful preparation beforehand. We could not hope to repeat a campaign of the same character soon, but I think the work which we did do would make it possible to conduct a more intensive campaign among a very much smaller number of people.

Practically all of our solicitors were paid, professional, all-time workers. Too great care cannot be taken in the selection of these solicitors. Improper persons sent into the field may do the college much harm.

My own feeling is that it would pay the average college to cultivate most thoroughly its alumni right along, and not wait for such an emergency as an endowment campaign. Alumni support in a financial campaign will be disappointing if not prepared by a systematic and steady policy of cultivation by the college.

One point to be carefully guarded is the expense of a campaign. If reckless and extravagant expenditure is made in nervous haste to secure money it becomes offensive to careful business men who are inclined to question the ability of the college to administer the funds when they are collected.

BIBLE CHAIR ENDOWMENT

DR. EDGAR P. HILL, GENERAL BOARD OF EDUCATION OF THE
PRESBYTERIAN CHURCH, U. S. A.

One of the most interesting and encouraging developments in Presbyterian colleges during the past decade has been the gratifying growth of the number of teachers devoting their full time to instruction in the English Bible, and in the amount of endowment, the income from which is to be used for such Bible instruction and closely related work in the field of religious education.

The Bible has always been taught faithfully in Presbyterian colleges, but about ten years ago it was discovered that, relatively speaking, the Bible teaching in our colleges had been left far behind by the rapid development in other departments. In order to keep up to the standards set by great state-supported institutions our colleges were compelled to make larger provision for various academic departments. No such compulsion, however, operated to improve the Bible teaching work, and the result was that the Bible departments suffered in comparison with others, Bible teachers being poorly paid and the departments lacking the material and equipment necessary for the best work.

When the condition was discovered the church quickly responded to an appeal made by the old College Board and during the past eight years great progress has been made. A survey made in 1915 showed that there were only nine endowed chairs of English Bible in our Presbyterian colleges and four others partially endowed, a total of only thirteen Bible chairs which had any endowment whatever. A similar survey during the past year showed that there are now twenty-five fully endowed chairs of English Bible and seven others which are partially endowed, a total of thirty-two. There are now forty full-time teachers of English Bible in our Presbyterian colleges, whereas there were only eighteen such full-time teachers eight years ago. At that time the total amount paid in salaries for Bible teaching was approximately \$28,000. Now the total amount paid for Bible teaching is approximately \$107,000. In 1915 the total Bible chair endowment amounted to \$460,000. At present the total endowment is \$1,186,000. Besides, the Board has had the privilege of offering to the colleges the income on about \$120,000 additional on condition that the colleges shall raise approximately \$400,000 for the same purpose.

The gain in Bible chair endowment has been in large measure due to the stimulating effect of certain gifts to the Board, or through the Board, for this specific purpose. The movement began with the establishment of the John C. Martin Fund, the principal of which amounted to about \$110,000, the income on all of which has been permanently assigned to colleges which have met the conditions required by the fund. The conditions governing this fund were that the Board might set aside permanently the

income on \$5,000 on condition that the college should raise \$20,000 for Bible chair endowment. The movement was again greatly stimulated when the Mary D. Synnott Bible Chair Fund was established, making it possible for the Board to make similar offers to other colleges which would meet conditions similar to those required by the Martin Fund. In addition, individuals and Sunday schools have from time to time contributed for this purpose, making possible other offers by the Board, and recently a friend of the cause of Bible chair endowment made a number of offers through the Board designed to provide for certain colleges Bible chair endowment which will produce an income sufficient to meet the salaries now paid for teachers in these departments.

BIBLICAL MATERIAL ON THE FAMILY *

PROFESSOR MURIEL STREIBERT, WELLESLEY COLLEGE

As I understand the topic assigned, the problem is how we as teachers of the Bible may use Biblical material on the family so as to aid in the "Reconstruction of Religion," that is, so that religious standards and motives may aid in building up a sounder family life. When one thinks of the whole Bible and the whole family and the whole pedagogical problem of how to utilize that material, one realizes that "the bed is shorter than that a man can stretch himself on it." In order to keep my paper within bounds I have decided to select some of the material rather than to catalogue all of it and to assume that it is familiar enough to refer to it without quoting or giving references. I have arranged it not chronologically, but according to the following scheme: (1) Material which, when compared with present standards indicates that we have made progress, (2) Material which gives us standards to strive for, (3) Material which suggests that the people of Bible times had the same problems as we, problems which none of us have worked out very satisfactorily.

* An address before the National Association of Biblical Instructors. Through an error this article was omitted from the April number.

*Progress Revealed by Comparison of
Old Standards With Our Own*

To begin with material showing our gain, polygamy and concubinage of course prevailed for centuries. It was limited by the fact that the numbers in both sexes kept about equal and probably bigamy was more common than polygamy for the average man. But either one was a peril to the highest standards of the family. Jealousies were bound to develop as between Leah and Rachel and it was difficult to keep relations right between the children of different mothers, or for one father to give wise oversight to so many children, as well illustrated by David's failures with his sons and daughters. It is interesting to see how gradually but surely the monogamous family established itself, proving itself to work with better results for all concerned. It is instructive to note too that what was accomplished was through the growth of public opinion, not through legislation, for there never was a law on the Jewish statute book against polygamy. The prophets' use of marriage as the symbol of Jahweh's relation with the Hebrews and of adultery as idolatry perhaps helped, Hosea's story of faithfulness even through desertion is the kind of relation one has to one, not to one of many. The author of Malachi indignantly repudiated faithlessness even when a bill of divorce legitimized it and all of these played their part in establishing a tradition in favor of monogamy. This gives a chance to consider whether some of our serious family problems, such as divorce, can't be met in the same way. Even if we need legislation, we need also the growth of right traditions and purposes, such as our modern prophets in the church can aid in forming. Of course there is also material bearing directly on divorce. In studying the Deuteronomic law one can discuss the unfairness to woman and the ease with which divorce could be arranged, showing that however faulty our present system is, we have still made real progress.

There is much other Old Testament material on the position of woman that shows our gain. She was a possession of man and part of his property. To betroth a woman was to acquire her by paying the purchase money. The daughter's consent was unnecessary. We do find romance entering in occasionally, but it was not left to that. It was a matter of parental responsibility.

"Give thy daughter in marriage and thou shalt have accomplished a great matter" says Ben Sira, adding, "But give her to a man of understanding." Progress, yes, but it is a question whether we have not gone too far in leaving entirely to the individual what is a matter of such concern to society. Here is a chance to discuss whether society ought to determine the conditions of marriage or do more to make reasonably early marriages possible.

The fact that woman was incapable of inheriting property can raise the question of whether full justice is done to women now in our courts. There may be a question too, of whether the contrast between our and their ideas shows all gain, when one considers how in "upper circles" now woman instead of toiling for and serving man is so toiled for and served that she has little left to do but ask how she may amuse herself. Novels like "Cytherea" and "Glimpses of the Moon" show the danger.

Even in the New Testament there is much to use to show progress since that day. I shall mention only Paul's unworthy conception of marriage as a concession to human weakness and his idea of the subjection of woman to man and the subsidiary position she should occupy. It is inconsistent with his theory that in Christ there is no male nor female, but the principle of his new faith broke down in actual practice and yielded to the ideas and customs of his time.

Material That Shows the Bible Establishing Standards for Us

We can begin with the sense of the importance of the home that we always find among the Hebrew people, the duty of respect and loyalty to parents, the idea of the family group as a unit for worship that we see illustrated time and again in the Old Testament and in Jesus' idea of the great worth and significance of family life and his high valuation of children. His connection of the family with religion is clear. When he wanted to tell men how to think of God he said, "Think of yourself at your best, with your child. God is like that." His use of family terms in religion is, of course, a case in point. Here one can introduce a discussion of the findings of modern sociology and psychology with their stress on the home as the primary social unit and the early child years as being far the most important. Ellwood is most emphatic on this point, insisting that a socialized religion

must have a positive doctrine concerning the family, which is the chief socializing agency and furnishes the immediate environment of the child during its most plastic years. He goes on to show that the roots of ethical religion are buried deep in family life, for altruism, love, service, sacrifice are all learned there. Social religion must get its concepts, its "patterns" from family life and then go on to make them work in larger groups, to "family-ize" the world.

Jesus' sense of the importance of the Kingdom, the great good to which ordinarily every institution and every relationship or possession of life should contribute and for which on occasion, every relationship or possession should be sacrificed, puts the family in its place in two ways, (1) as existing not for itself, but for its service to the life of mankind, and (2) as not the final good, but a lesser (though very great) good which must yield to the demands of the highest when the two conflict. Ellwood has much to say in illustration of the first point. He finds conditions very distressing today because marriage and the family have become too much matters of individual convenience, of personal gratification and pleasure. Our *mores* with reference to marriage and the family are individualistic and the most important thing a social religion can do is to demand a change to the social *mores*. Marriage must symbolize service, not fancy nor passion nor even romantic affection, but a specialized form of service to the community through service to the child, the child that is born or may be born. Ellwood says very little on the second point, of the necessity of a certain independence of the home when it is limiting and confining, of the power to find in those who share the Kingdom vision, the true "brother and sister and mother." Perhaps he feels that today there is danger of our over rather than under emphasizing independence, but I think there are still parents who need education in the spirit of Jesus to deliver them from that selfish, limiting affection which longs to hold the loved ones close in the family circle and still too many young people who cannot understand Jesus when he says, "He that loveth father or mother more than me is not worthy of me."

Jesus' idea of woman goes far ahead not only of Paul's, but of most thought of the ages since. Jesus ministered to women as well as men, but he never gave them one word of counsel as to

their duties as wives or mothers. Women were children of God primarily, not first or foremost housekeepers or home makers. He rebuked a woman for being too concerned over domestic work. He demanded an equal standard of morals in the matchless story in John VIII. His teaching applies to both men and women and you could not tell except from the context which he was addressing. Is it not still rather a goal rather than an achievement for a woman to be thought of not first of all as a woman, but as a human being?

Some Problems Raised, Theirs and Ours

The warnings against the dangerously beguiling women of the street in the first chapters of Proverbs as well as much material in the laws and stories show that they did not know how to control the strong, electric current of sex any better than we, though there never was anything like the commercialized prostitution, the organization of vice for profit that we are familiar with. It is the combination of the two evils that complicates our problem. Much material in Paul's writings also brings up the question. One can point out the high standards in sex relations of the early Christians compared with those of the licentious Roman world, showing how it was the Christian purpose which controlled the unworthy individual desires. It is doubtful whether anything can take the place of that today. One can discuss (if appropriate), ways of dealing with the problem through legislation and through education. Ellwood has a good deal to say about the value of positive and constructive measures rather than repressive control and strongly recommends scientific ethical instruction for the young in all matters pertaining to sex. It is interesting to connect Paul's "Whatsoever things are good . . . think on these things" with some of the newer methods of dealing with sex obsessions through the imagination rather than through grim determination.

Divorce would have to come under the head of common problems, for even Jesus does not solve that for us, if we take His words on the subject as I believe they should be taken, as giving a principle of loyalty and reverence for personality rather than as a regulation for all time. This is not the place to discuss the

different statements in the gospels, but I may say that it seems probable that the Gospel of Matthew with its added clause, "saving for fornication" is the first step in the necessary process of adaptation, is a bit of legislation that Jesus' principle does not relieve us from the necessity of. The problem of what legislation in our time will best make his principle effective is still before us. As Dr. Coffin has reminded us, Jesus never said "Come unto me, all ye who are too lazy to think for yourselves." The rapidly increasing number of divorces today seems to Mr. Ellwood one of the surest signs of the way pagan forces are affecting our civilization. He fears that at no distant date, unstable families will predominate, that the ideal of monogamy is endangered if a socialized religion does not come to the rescue.

Even with that respect for parents that Jewish law and tradition developed, the parents of "Bible times" did not escape the problem of the growing boy and girl slipping away from the control of the home before their elders thought them quite capable of controlling themselves. Ben Sira advises to "keep a strict watch over a headstrong daughter" for "a daughter is a secret cause of wakefulness to a father." Deuteronomy deals with the rebellious son and the last verses in the Old Testament suggest the necessity if the earth is not to be smitten with a curse that "the hearts of the fathers be turned to the children and the hearts of the children to their fathers." Ellwood discusses at some length changes that ought to be made today in the interests of better families. Material conditions must be subordinated to the spiritual values of the family, for to many, business interests have become more important than the family. Children who grow up without the comradeship of their busy fathers can easily become estranged from them. Among the poor, the conditions and hours of industry serve just as effectually to remove the father and sometimes the mother from the home, and so to destroy home life, while the housing and sanitary conditions often give no chance for a true family life; hence interests of parents and young people grow apart and alienation is the result. A social religion can have no more vital concern than to correct these things, for, "If humanity is to progress, the whole of human society has to be so organized as to maximize the number of normal homes in which children can be properly cared for and given a fair start in life."

FAITH WINS VICTORY AT
COLLEGE OF PUGET SOUND

PRESIDENT EDWARD H. TODD

We are closing the tenth year of our administration. Shortly after arriving, we suggested to our Board of Trustees that a program be adopted looking toward the raising of a Million Dollars in ten years. Someone, either the president of the institution, or some member of the Board of Trustees, must have a vision of the future for the school, and be able to sell it to his associates. It is a simple matter of salesmanship.

A mailing list, carefully selected, covering the patronizing territory, is fundamental in the organization and final completion of a campaign. We have found the Counsellor of Finance of the Board of Education of the Methodist Church a very efficient factor in the organization and prosecution of a campaign, especially during the last few years. Success is attained, however, by the personal touch of solicitors reaching those who have been on the mailing list. These people must be prepared by proper publicity for receiving the solicitors.

The attitude of the general leadership and the special leadership in the prosecution of the campaign is absolutely vital. Faith in one's enterprise, faith in God, and a deep conviction that the school is essential to the welfare of society in the development of Christian citizenship, is a basic factor.